

10 July 1959

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MEMORANDUM FOR: [REDACTED]

SUBJECT : Report of Cable Secretariat Operations from  
1 January to 30 June 1959

1. Cables Processed

a. From 1 January to 30 June 1959 the Cable Secretariat reproduced 69,713 IN Cables, 26,734 OUT Cables; 6,537 TDs and 5,299 Miscellaneous items for a total of 108,283 work items for the first six months of 1959. This represents a total decrease of 5,651 work items or 6% less than the same period of 1958, broken down as follows:

3,914 or 5.5% less IN Cables; 1,793 or 6.5% less OUT Cables; 528 or 9% more TDs and 476 or 9% less Miscellaneous items. We processed an average of 728 cables daily Monday to Friday; 431 cables on Saturday and 106 Cables on Sunday.

b. 5,768 Cables or 6% of all cables processed were furnished to the Director. This represents a decrease of 2,986 cables or 34% less than the same period last year.

2. Personnel

At the close of the first half of 1959, the Cable Secretariat had an On-duty Strength of [REDACTED] persons against a ceiling of [REDACTED] persons. During the last six months we lost ten persons. Four Clerk Typists (one transferred to OC, one to FE, one to ORR and one on maternity leave), two Cable Analysts transferred to EE; one Clerk transferred to OC, one Sec-Stero on maternity leave and one Offset Press Opr resigned for personal reasons also one Mail and File Clerk. We gained eight persons in replacement. Some of our losses were due to releasing personnel to area divisions so that they could be given an opportunity to go overseas.

3. Training

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25X1A

25X1A

on-the-job training given to new personnel is not included in the above figures. In addition, [REDACTED] attended the American Management Association Seminar on the management of small office operations and [REDACTED] attended a symposium in Florida at which various communications equipment was displayed.

b. The Office of Training surveyed our Cable Typist Training Program. The course developed for the program was considered by the Office of Training to qualify as creditable on-the-job training under the provisions of CIA Regulation [REDACTED] and to count toward the 5% in-training requirement contained in that Regulation.

25X1A

#### 4. General

a. In January 1959 we started preparing cables containing non-CIA texts in sterile format in order that copies may be passed by the Action unit to State Dept. or other Agencies simply by detaching the first page.

b. The Cable Secretariat in placing Intelligence cables (other than those received in a one-time-pad system) on TD form with a cable cover sheet is working well and shows promise of becoming a real factor in expediting the flow of intelligence reports to the Intelligence Community.

c. The system whereby the Field [REDACTED] sends to Headquarters via unaccompanied air mail an encrypted tape of an intelligence report which does not warrant electrical transmission is working satisfactorily. However, the volume is still too small to enable any conclusions to be drawn at this time.

25X1A

d. In May we were advised that the review each month of one days incoming traffic by a DD/I representative would no longer be necessary.

#### 5. Management Goal for FY 1960

During the next twelve months I plan to conduct what amounts to a comprehensive management survey of the Cable Secretariat. The objectives of this survey are several:

(1) To study the organization and staffing of the Cable Secretariat to see if improvements are possible, and if so, making such improvements.

(2) To devise a procedure for determining the cost of the Cable Secretariat's portion of processing a cable, and to show such costs by function, i.e., Duty Officer, Cable Analyst, Typing, Reproduction, etc.

(3) Following (2) above, to determine where costs can be reduced without materially impairing service and to implement appropriate changes desired to achieve such reductions in cost.

25X1A As a part of this management survey, I plan to conduct a number of training sessions at which GS 5's, 9's, 11's and 12's will be instructed in the overall concepts of management. In this I will be assisted by [REDACTED] and [REDACTED]. We will make extensive use of the following publications which have already been read by all GS 9's, 11's and 12's:

25X1A

- "Work Measurement in Performance Budgeting and Management Improvement"
- "Process Charting"
- "Supervisor's Guide to the Process Chart"
- "Trainer's Guide to the Work Simplification Training Sessions"
- "Specifications for an Agency Work Simplification Program"
- "Supervisor's Guide to the Work Count"
- "Supervisor's Guide to the Work Distribution Chart"
- "Production Planning and Control in Office Operations"
- "Essentials of Good Management"
- "Promoting the Will to Work"
- "Techniques for the Development of a Work Measurement System"
- "Job Engineering"
- "A Work Measurement System"

Also as a part of this survey, I plan to inaugurate a training program for Cable Secretariat Supervisors utilizing the following publications:

- "Introduction to Supervision"
- "Objectives of Supervision"
- "Supervisors Job"
- "Leadership on the Job"
- "Elements of Human Relations"
- "Responsibility for Personnel Management"
- "Taking Personnel Action"
- "Getting Ready to Take on a New Employee"
- "Selection of Employees"
- "Discussions with Employees"
- "Conducting Informal Meetings"
- "Making Reports"
- "Differences in Job Relationships"
- "Building Good Relationships"
- "Handling Behavior Problems"
- "Handling Employee Dissatisfactions"
- "Dealing with Breaks in Relationships"

"Non-discrimination Policy"  
"Determining Performance Requirements for Employee Appraisal"  
"Performance Appraisal"  
"Actions Following Appraisal"  
"Training Needs and How to Find Them"  
"Day-to-day Job Instruction"  
"Getting Ready to Train Employees"  
"Training Employees in Job Operations"  
"Starting the New Employee"  
"Solving Problems"  
"Effective Use of Time"  
"Care of Materials and Equipment"  
"Establishing a Job"  
"Restudying a Job"  
"Controlling Costs"  
"Supplying Correct Job Data"

25X1A

As a last step, I plan to attend in August an American Management Association course entitled, "Surveying Cost Reduction Opportunities and Techniques in Office". I will send [REDACTED] in November to an AMA course entitled "Establishing and Managing a Successful Office Work Simplification Program." Possibly during the year, I will send someone else to such management courses as may appear to be of value to senior Cable Secretariat personnel.

6. Cable Secretariat Career Service Panel

The Cable Secretariat Career Service Panel met seven times during the first half of 1959 for the transaction of Personnel Career business involving 42 persons. A statistical summary of Panel operations follows:

1. Promotions recommended.....
2. Promotions denied.....
3. Transfers and resignations reviewed.....
4. Fitness Reports reviewed.....
5. Career consideration other than promotions..

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[REDACTED]  
Cable Secretary

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